



May 5, 2011

Mr. David N. McClintock, Inspector General  
City of Baltimore  
640 City Hall  
Baltimore, Maryland 21202

RE: Final Report IG 101371-106

Dear Mr. McClintock,

Thank you for fully investigating this matter that we originally reported to the Office of the Inspector General in September of 2009, and for bringing this investigation to a conclusion. I appreciate the diligence and tenacity of your office's investigation.

We will be reviewing the recommendations contained in your report with the Parking Authority's Board of Directors. Our initial responses to the recommendations are as follows:

1. **Recommendation:** The OIG recommends that PABC institute stronger and more effective oversight and verification mechanisms in the Off-Street Parking program.  
**Response:** The Parking Authority instituted more stringent procurement policies for the Off-Street Parking section in September of 2008, requiring several levels of approval of expenditures at off-street facilities. However, we agree that the roles and responsibilities of both the Off-Street Parking Manager and the contracted garage operators should be more clearly articulated, and we will further articulate them to minimize confusion in that regard.
2. **Recommendation:** The OIG is recommending that PABC establish a vetting process for security services that addresses authority, certifications, and liability when applicable.  
**Response:** We have begun to establish this process, and will complete it. To that end, and with guidelines provided by the OIG, we have already established requirements for garage operators to follow regarding armed security in the garages, including the checking of all documentation (i.e. proof of active duty with the Baltimore City Police Department or Maryland State Police; certification as a security guard by the Maryland State Police and Corrections Training Commission; and State of Maryland handgun permits).

3. **Recommendation:** The OIG recommends that PABC conduct a specific review and assessment of security needs and costs across all facilities.

**Response:** We actually started this process last year, resulting in a substantial reduction in security expenses in FY10. We will continue to conduct a specific review and assessment, and we will repeat the review and assessment on a regular basis. Security expenses have been further reduced in FY11, and they may decline further as we continue to review security needs and expenses across all facilities.

We appreciate the assistance and advice you and everyone at your office has provided us in this matter over the past several months. We look forward to the Baltimore City Ethics Board's review of your office's investigation, and any recommendations they may have as a result of their review.

Sincerely,

Peter Little  
Executive Director

Cc: Hon. Stephanie Rawlings-Blake  
Ms. Kaliopé Parthemós  
Mr. Christopher Thomaskutty  
Mr. George Nilson  
Ms. Gladys Gaskins  
Mr. Avery Aisenstark